## **CLAIMS**

We claim:

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1. A method of simulation, said method comprising:

receiving for at least one business transformation outsourcing service spending inputs,

process inputs, and

information technology inputs:

based on said inputs, performing

a spending simulation,

a process simulation,

and an information technology simulation;

computing net savings values, based on said simulations;

performing a value simulation, based on said net savings values; and outputting at least one measure of economic value for said business transformation

outsourcing service.

- 2. The method of claim 1, further comprising: outputting cost quantities and benefit quantities for a plurality of years.
- 20 3. The method of claim 1, further comprising: performing one or more simulations selected from the group consisting of a simulation in research and development mode, a simulation in internal use mode. and a simulation in external use mode.

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4. The method of claim 1, wherein said at least one business transformation outsourcing service further comprises one or more business transformation outsourcing services, in any combination, selected from the group consisting of

sourcing, procurement, and payables.

- 5. The method of claim 1, wherein said performing a spending simulation further comprises performing a spending simulation based on sub-commodity profiles.
  - 6. The method of claim 1, further comprising making said net savings values at least partly dependent upon compliance with standard processes.
  - 7. A method of simulation, said method comprising:

performing a spending simulation;

performing a process simulation;

performing an information technology simulation;

performing a value simulation;

providing interactions among said simulations; and

representing with said simulations the use by a client organization of one or more business transformation outsourcing services, in any combination, chosen from

sourcing,

procurement,

and payables.

8. The method of claim 7, further comprising:

receiving for said one or more business transformation outsourcing services

spending inputs,

process inputs,

information technology inputs, and

value inputs.

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- 9. The method of claim 7, further comprising: outputting cost quantities and benefit quantities for a plurality of years.
- 10. A system of simulation, said system comprising:

means for receiving for at least one business transformation outsourcing service spending inputs,

process inputs, and

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information technology inputs:

means responsive to said inputs, for performing

a spending simulation,

a process simulation,

and an information technology simulation;

means for computing net savings values, based on said simulations; means for performing a value simulation, based on said net savings values; and means for outputting at least one measure of economic value for said business transformation outsourcing service.

- 11. The system of claim 10, further comprising: means for outputting cost quantities and benefit quantities for a plurality of years.
- 12. The system of claim 10, further comprising:
  means for performing one or more simulations selected from the group consisting of
  a simulation in research and development mode,
  a simulation in internal use mode,
  and a simulation in external use mode.
- 13. The system of claim 10, wherein said at least one business transformation outsourcing service further comprises one or more business transformation outsourcing services, in any combination, selected from the group consisting of

sourcing, procurement, and payables.

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- 14. The system of claim 10, wherein said means for performing a spending simulation further comprises means for performing a spending simulation based on subcommodity profiles.
- 15. The system of claim 10, further comprising means for making said net savings values at least partly dependent upon compliance with standard processes.
- 16. A computer-usable medium, having computer-executable instructions for simulation, said computer- usable medium comprising: means for receiving for at least one business transformation outsourcing service spending inputs,

process inputs, and

information technology inputs;

means responsive to said inputs, for performing

a spending simulation,

a process simulation,

and an information technology simulation;

means for computing net savings values, based on said simulations; means for performing a value simulation, based on said net savings values; and means for outputting at least one measure of economic value for said business transformation outsourcing service.

17. The computer-usable medium of claim 16, further comprising: means for outputting cost quantities and benefit quantities for a plurality of years.

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- 18. The computer-usable medium of claim 16, further comprising: means for performing one or more simulations selected from the group consisting of a simulation in research and development mode, a simulation in internal use mode, and a simulation in external use mode.
- 19. The computer-usable medium of claim 16, wherein said at least one business transformation outsourcing service further comprises one or more business transformation outsourcing services, in any combination, selected from the group consisting of

sourcing, procurement, and payables.

- 20. The computer-usable medium of claim 16, wherein said means for performing a spending simulation further comprises means for performing a spending simulation based on sub-commodity profiles.
- 21. The computer-usable medium of claim 16, further comprising means for making
   said net savings values at least partly dependent upon compliance with standard processes.